



Metropolitan Council Strategic Plan

2023 – 2027

Use up to two pages to introduce the reader to:

- Your agency
- The contents of this document (your agency's strategic plan)
- How the agency's strategic plan reflects input the Office of the Governor and Lt. Governor and your agency have received during their engagement with communities across the state
- The agency's strategic plan alignment with the One Minnesota plan
- What success will look like

Introduction

The work performed at the Metropolitan Council (Council) has one common, long-term goal: Creating a great quality of life for the people in our region. We are passionate about serving people and building strong communities. We are all working together for a purpose bigger than ourselves. This intersection of systems and planning supports priorities identified by Gov. Tim Walz and Lt. Gov. Peggy Flanagan in the One Minnesota Plan.

- We support families by providing and advocating for stable housing.
- We strive to create equitable outcomes for the people of the region and an inclusive workplace for the 4,000 staff who work for the Metropolitan Council.
- We support thriving communities by connecting people to jobs, stable housing, and sustainable development.
- We are stewards of public resources by implementing fiscally accountable budgets and investments and measuring results of our key priorities.
- We support a more sustainable future by assuring that we consume less energy, understanding our impact on the state's environment, and providing resources to our partners in local government to do the same.

Our core responsibility is to create the region's long-term comprehensive development guide, Thrive MSP 2040, which identifies five outcomes for the Twin Cities region that align with the One Minnesota plan: stewardship, prosperity, equity, livability, and sustainability. In addition, Thrive MSP 2040 identifies the role of the Council as a convener around significant, complicated regional issues. The Council partners with leaders from local government, business, community organizations, state government and the federal government to address critical needs in the Twin Cities metropolitan area. The power of those partnerships help the region work

together to address issues too big for any one city or county to address alone. We also know they are problems too complex to handle without local input – the support of the people on the ground.

In the years since the Council passed Thrive MSP 2040, we’ve made significant progress toward the outcomes. In the strategic plan that follows, we identify some more specific ways the Council can address regional issues as we begin the process of revising the regional plan and extending the planning timeframe out to 2050. Whether it’s a multi-modal, integrated transportation and transit system, greenhouse gas assessment, housing initiatives for stable families, or ways the Council can both act directly and influence other decisions to reduce regional disparities, we’re committed to responding in ways that support the goals identified in the One Minnesota plan.

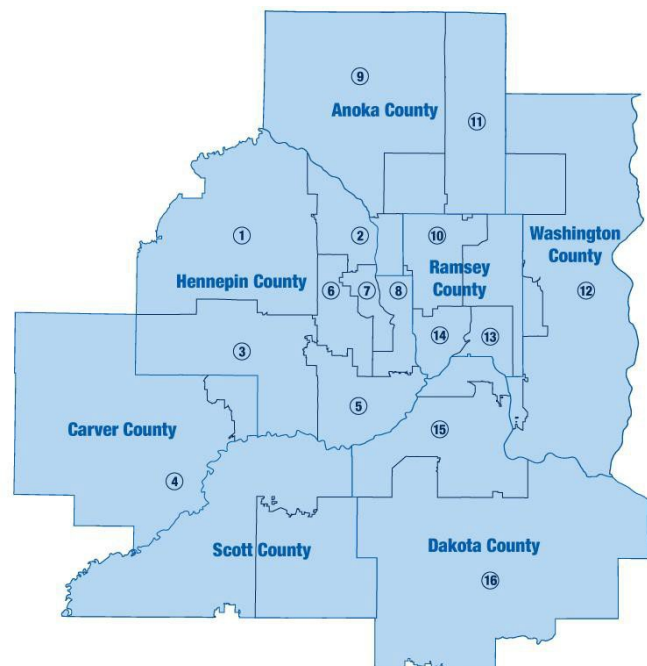
Our Authority and Composition

The Metropolitan Council was created by the Minnesota Legislature in 1967. Ever since, the Metropolitan Council has played a key role in coordinating regional growth and planning for the Twin Cities metropolitan area.

Our governing body – the 17-member Metropolitan Council brings together communities to develop policies and a shared vision and direction for the region. The Council’s members are appointed by and serve at the pleasure of the governor, currently Gov. Tim Walz. Sixteen members represent geographic districts of roughly equal population across the region. The Council chair, Charlie Zelle, serves as the at-large 17th member.

Metropolitan Council Members



Charlie Zelle	Chair
Judy Johnson	District 1
Reva Chamblis	District 2
Tyronne Carter	District 3
Deb Barber	District 4
Anjuli Cameron	District 5
John Pacheco Jr.	District 6
Robert Lilligren	District 7
Yassin Osman	District 8
Diego Morales	District 9
Peter Lindstrom	District 10
Susan Vento	District 11
Gail Cederberg	District 12
Chai Lee	District 13



Willetha (Toni) Carter	District 14
Tenzin Dolkar	District 15
Wendy Wulff	District 16

What we do

The Council provides the following services for the seven-county Twin Cities metropolitan region **comprising Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, and Washington counties:**

- 
Plans for Future Growth of the Region: As both the regional planning agency and the Metropolitan Planning Organization, the Council plans for future growth and makes strategic, efficient public investments to support the region’s high quality of life and economic competitiveness.
- Operates Metro Transit:** Every day, Metro Transit serves bus and rail passengers with award-winning, energy-efficient fleets (nearly **XX** million in 2022 or about 85% of all regional transit rides). These strategic investments support a growing network of bus and rail transitways, and transit-oriented development.
- Collects and Treats Wastewater:** Thanks to a region-wide system operated by the Council, this region collects and treats wastewater at rates 40% lower than peer regions, while winning national awards for excellence.
- Protects and Monitors Clean Water:** The Council works to **help** ensure adequate clean water for the future through water supply planning and lake and river monitoring programs.
- 
Develops Regional Parks and Trails: The Council plans and coordinates the development of a world-class regional parks and trails system made up of more than 56 **regional** parks and park reserves and more than 400 miles of interconnected trails.
- Provides Affordable Housing:** The Council creates and supports affordable housing opportunities throughout the region by providing affordable housing for 7,200 families in 100 communities through the Metro Housing and Redevelopment Authority (HRA) and establishing regional housing policies and planning.

Thrive MSP 2040, Regional Partnership

Under Minnesota law, the Council is responsible for preparing a comprehensive development guide for the seven-county metropolitan area, called [Thrive MSP 2040](#), provides a framework for a shared vision for the future of the region over the next 30 years. The Council is also responsible for developing the plans for the three statutory regional systems—[water resources](#), [transportation](#), and [regional parks](#)—as well as a [housing policy plan](#) and a [master water supply plan](#). These system and policy plans provide specific information to

assist local governments in creating consistent, compatible, and coordinated plans that strive to achieve local visions within the region and help ensure an efficient and cost-effective regional infrastructure.

- [2040 Water Resources Policy Plan](#)
- [2040 Transportation Policy Plan](#)
- [2040 Regional Parks Policy Plan](#)
- [2040 Housing Policy Plan](#)
- [2040 Master Water Supply Plan](#)

We create these plans through partnership and engagement with the residents and stakeholders of the metropolitan region. In developing Thrive MSP 2040, the region’s long-range plan, the Council established the goal to engage a full cross-section of the community in decision-making and [implemented a Public Engagement Plan to further define that commitment](#).

Engagement is an ongoing and relational. It can be general, related to broad regional issues, and specific, to long range planning efforts (including Thrive MSP 2040 and the related systems and policy plans) and other planning and development projects.

The 16 Council members, appointed by the governor and representative of each part of the region, engage with leaders and residents in their districts to connect their communities to Council decision-making. This strategic plan goals are informed by Council members, who helped develop the goals and objectives through feedback from their communities, as well as critical research and analysis from the Council staff.



One Minnesota Plan

Building Blocks

Mission

Improve the lives of all Minnesotans by working collaboratively to implement policies that achieve results.

Vision

Minnesota is the best state in the country for children to grow up in - those of all races, ethnicities, religions, economic statuses, gender identities, sexual orientations, abilities, and zip codes.

Guiding Principles

- Practice servant leadership
- Treat everyone with respect and dignity
- Do the right thing, especially when it is difficult
- Ask how your actions are reinforcing or removing structural inequity
- Promote the common good over narrow special interests
- Be accessible, transparent, and accountable
- Include voices from communities who will be most impacted
- Bring people together across lines of difference

Priority Areas

- Equity and Inclusion
- Minnesota's Environment
- Fiscal Accountability, Customer Experience, and Measurable Results
- Children and Families
- Thriving Communities, Housing, and Workforce
- Healthy Minnesotans

One Minnesota Priorities

This is a summary of your agency's alignment with the One Minnesota Plan that advance the six Priority Areas. The strategies that you highlight in this section should reflect your ongoing coordination with the administration's interagency leads, where appropriate. To the extent possible, the strategies you highlight in this section should capture your contribution toward achievement of these priorities in a meaningful way.

- Use the template below to highlight key strategies your agency is undertaking to advance the Priority Areas. With the exception of the required areas of operational excellence (noted in red italics), if your agency does not work in a given Priority Area, you do not need to include content for it.
- Provide at least one meaningful metric or milestone for the Priority Area or consider a metric for each strategy, depending on the scope of work.
- Include the work your agency is undertaking to end disparities in the Priority Areas for which you provide content.
- It is okay to repeat content from other parts of the plan, as long as you use the following format.

For additional information, please see the *Instructions for Agency Strategic Plans* document sent January 2023.

Equity and Inclusion

Your agency must have at least one strategy to support the Inclusion and Retention and Equitable Procurement goals¹. Standard metrics are required. Your agency can choose to add additional metrics or milestones.

Strategies *The work we'll undertake to advance the priority area*

<Title of Strategy 1> Use this space to briefly describe this strategy (1-2 sentences)

- **What we want to accomplish with this strategy:**
This should be no more than 1-2 sentences for the description or a bulleted list
- **What activities we'll undertake to support this strategy:**
 - Key activity 1 (brief bullets)
 - Key activity 2

<Title of Strategy 2> Use this space to briefly describe this strategy (1-2 sentences)

- **What we want to accomplish with this strategy:**
This should be no more than 1-2 sentences for the description or a bulleted list

¹ As a reminder, the Inclusion and Retention Goal is that the Enterprise and agencies retain 75 percent of all new hires for two years (8 quarters). For each of our state's targeted groups (racial minorities, veterans, employees with disabilities), the goal is also 75 percent. Our Equitable Procurement goal is 12 percent of all adjusted total spending goes to certified businesses. Please reach out if you have specific questions about these areas. This reference can be deleted.

- **What activities we'll undertake to support this strategy:**
 - Key activity 1 (brief bullets)
 - Key activity 2

Copy and paste the above section for additional strategies

Metrics and Milestones *How we will track our progress in this priority area*

- **Inclusion and Retention metric (standardized and will be provided by MMB Results/EER)**
 - Add additional context to the metric here
- **Equitable Procurement (standardized and will be provided by MMB Results/Admin)**
 - Add additional context to the metrics here
- Additional metrics and milestones can be added here, if appropriate

Minnesota's Environment

Your agency must have at least one strategy and metric to support Minnesota's Environment.

Strategies *The work we'll undertake to advance the priority area*

<Title of Strategy 1> Use this space to briefly describe this strategy (1-2 sentences)

- **What we want to accomplish with this strategy:**
This should be no more than 1-2 sentences for the description or a bulleted list
- **What activities we'll undertake to support this strategy:**
 - Key activity 1 (brief bullets)
 - Key activity 2

<Title of Strategy 2> Use this space to briefly describe this strategy (1-2 sentences)

- **What we want to accomplish with this strategy:**
This should be no more than 1-2 sentences for the description or a bulleted list
- **What activities we'll undertake to support this strategy:**
 - Key activity 1 (brief bullets)
 - Key activity 2

Copy and paste the above section for additional strategies

Metrics and Milestones *How we will track our progress in this priority area*

- Provide a brief explanation of the metric or milestone and any recent data
- Include graphs/charts, if available
- Include a target, if meaningful

Fiscal Accountability, Customer Experience, and Measurable Results

Your agency must have strategies and at least one metric to support Customer Service and Innovation.

Strategies *The work we'll undertake to advance the priority area*

<Title of Strategy 1> Use this space to briefly describe this strategy (1-2 sentences)

- **What we want to accomplish with this strategy:**
This should be no more than 1-2 sentences for the description or a bulleted list
- **What activities we'll undertake to support this strategy:**
 - Key activity 1 (brief bullets)
 - Key activity 2

<Title of Strategy 2> Use this space to briefly describe this strategy (1-2 sentences)

- **What we want to accomplish with this strategy:**
This should be no more than 1-2 sentences for the description or a bulleted list
- **What activities we'll undertake to support this strategy:**
 - Key activity 1 (brief bullets)
 - Key activity 2

Copy and paste the above section for additional strategies

Metrics and Milestones *How we will track our progress in this priority area*

- Provide a brief explanation of the metric or milestone and any recent data
- Include graphs/charts, if available
- Include a target, if meaningful

Children and Families

Strategies *The work we'll undertake to advance the priority area*

<Title of Strategy 1> Use this space to briefly describe this strategy (1-2 sentences)

- **What we want to accomplish with this strategy:**
This should be no more than 1-2 sentences for the description or a bulleted list
- **What activities we'll undertake to support this strategy:**
 - Key activity 1 (brief bullets)
 - Key activity 2

<Title of Strategy 2> Use this space to briefly describe this strategy (1-2 sentences)

- **What we want to accomplish with this strategy:**
This should be no more than 1-2 sentences for the description or a bulleted list

- **What activities we'll undertake to support this strategy:**
 - Key activity 1 (brief bullets)
 - Key activity 2

Copy and paste the above section for additional strategies

Metrics and Milestones *How we will track our progress in this priority area*

- Provide a brief explanation of the metric or milestone and any recent data
- Include graphs/charts, if available
- Include a target, if meaningful

Thriving Communities, Housing, and Workforce

Strategies *The work we'll undertake to advance the priority area*

<Title of Strategy 1> Use this space to briefly describe this strategy (1-2 sentences)

- **What we want to accomplish with this strategy:**
This should be no more than 1-2 sentences for the description or a bulleted list
- **What activities we'll undertake to support this strategy:**
 - Key activity 1 (brief bullets)
 - Key activity 2

<Title of Strategy 2> Use this space to briefly describe this strategy (1-2 sentences)

- **What we want to accomplish with this strategy:**
This should be no more than 1-2 sentences for the description or a bulleted list
- **What activities we'll undertake to support this strategy:**
 - Key activity 1 (brief bullets)
 - Key activity 2

Copy and paste the above section for additional strategies

Metrics and Milestones *How we will track our progress in this priority area*

- Provide a brief explanation of the metric or milestone and any recent data
- Include graphs/charts, if available
- Include a target, if meaningful

Healthy Minnesotans

Strategies *The work we'll undertake to advance the priority area*

<Title of Strategy 1> Use this space to briefly describe this strategy (1-2 sentences)

- **What we want to accomplish with this strategy:**
This should be no more than 1-2 sentences for the description or a bulleted list
- **What activities we'll undertake to support this strategy:**
 - Key activity 1 (brief bullets)
 - Key activity 2

<Title of Strategy 2> Use this space to briefly describe this strategy (1-2 sentences)

- **What we want to accomplish with this strategy:**
This should be no more than 1-2 sentences for the description or a bulleted list
- **What activities we'll undertake to support this strategy:**
 - Key activity 1 (brief bullets)
 - Key activity 2

Copy and paste the above section for additional strategies

Metrics and Milestones *How we will track our progress in this priority area*

- Provide a brief explanation of the metric or milestone and any recent data
- Include graphs/charts, if available
- Include a target, if meaningful

Metropolitan Council Strategic Plan

Mission

To foster efficient and economic growth for a prosperous region.

Vision

From prairies to the cities, an inclusive and resilient region with a thriving quality of life.

The Metropolitan Council has listened to the aspirations voiced by the region's residents, civic, nonprofit and business leaders, and government officials and woven their thoughts and hopes into five desired outcomes that define our shared regional vision.

To address the changing needs of our communities, *Thrive MSP 2040* identifies five outcomes to guide the vision for the region:

- **Stewardship:** Responsibly managing the region's finite resources, including natural and financial resources, and its existing investments in infrastructure.
- **Prosperity:** Investing in infrastructure and amenities that create regional economic competitiveness.
- **Equity:** Connecting all residents to opportunity and creating viable housing, transportation, and recreation options for all races, ethnicities, incomes, and abilities.
- **Livability:** Focusing on enhancing the quality of residents' lives and experiences in the region.
- **Sustainability:** Protecting our regional vitality for generations to come.

Guiding Principles

These principles reflect the Council's understanding of its roles in integrating policy areas, supporting local governments and regional partners, and promoting and implementing the *Thrive* regional vision. These principles govern how the Council will implement the *Thrive* systems and policy plans and how the Council advances these outcomes, individually and collectively.

The *Thrive MSP 2040* plan is grounded in three principles to guide the Council's work:

- **Integration:** Intentionally combining related activities to achieve more effective results and greater efficiencies.
- **Collaboration:** Encouraging partnership between governments, and among public and private sector entities, to bring the best ideas together to address complex regional issues.
- **Accountability:** Monitoring and evaluating the effectiveness of policies and practices toward identified outcomes.

Priority Areas

Council members have identified four key priority areas related to the Council’s mission, vision, principles, and scope to focus particular attention on over the next three years. Namely the Council will be using its authority to create regional plans, use its role in regional infrastructure investments and as an employer and purchaser, and in the systems, it manages and maintains to advance this work. This work will establish the foundation for long-term planning and assessment in these critical areas.

- **Transportation:** Expand and improve our regional transportation system, offering safe, reliable and accessible transportation options for everyone that support our region’s economic competitiveness.
- **Reducing racial disparities:** Make a measurable impact on reducing racial disparities experienced by people of color and indigenous people and who are historically underrepresented through our work in the region.
- **Housing:** Become a region with a broader housing spectrum where all people can thrive.
- **Sustainability:** Build a resilient region that mitigates its adverse contribution to climate change, with a focus on degraded air and water quality, and meets the challenge of the climate crisis.

Transportation

Goal: Strengthen our regional transportation system, offering safe, reliable and accessible transportation options for everyone that support our region’s economic competitiveness.

For long-term priorities, the Council uses its [2040 Transportation Policy Plan](#) as a course of action to maintain and enhance our existing facilities, better connect people and communities, and provide more transportation choices that will make the region stronger. A new 2050 Transportation Policy Plan will be developed in 2023-2024 in coordination with a revised regional development guide. The objectives below encompass more immediate strategies the Council will prioritize in the next 3 years.

Regional Planning Objective

Develop plans and policies that guide investment in highways, transit, freight, aviation, and bicycle and pedestrian facilities to achieve the regional transportation goal of a safe, reliable, accessible transportation system.

Strategies

1. Develop the region’s next long-term transportation plan, the 2050 Transportation Policy Plan.
2. Lead and participate in major corridor and regional studies to help ensure that regional transportation and development policies are implemented.
3. Complete Network Now, Metro Transit’s five-year plan to rebuild and design transit service to best meet the current needs of our region.
- 4.

5. Conduct research, evaluate, and generate travel models across modes that forecast regional travel demand, inform emerging trends, and identify changes in travel behavior, including how long-term effects of the COVID-19 pandemic.
6. Execute the congestion mitigation process including application of EZ-Pass policy and transit advantages to mitigate congestion.



Investment Objective

Secure, align, and track federal, state, and local transportation funding for regional investment.

Strategies

1. Secure sufficient funding to operate our current system and to strengthen the network of fast, reliable, safe, and efficient public transit so that more people can easily meet their travel needs .
2. Complete the transition of Metro Mobility services to a state forecasted program for SFY2026.
3. Working with the Transportation Advisory Board (TAB), select transportation projects and distribute federal transportation funding through the Regional Solicitation for transportation projects.
4. Working with TAB, evaluate and develop the next Regional Solicitation incorporating process improvements and reflecting the goals and objectives of the 2050 Transportation Policy Plan.
5. As applicable, continue reviewing transportation sections of local comprehensive plans, local comprehensive plan amendments, and environmental review documents for major developments.



Council Operations Objective

Operate a regional transit system that is valued by customers and communities because it reliably gets people to the places they want to go, provides a safe and enjoyable experience, and works seamlessly across all services.

Strategies

1. Ensure a safe, welcoming, and accessible environment for people at our facilities and on our vehicles.
2. Improve service reliability and travel times.
3. Secure legislative authorization to shift fare enforcement to a system of administrative citations issued by non-sworn staff and redeploy police to address more serious incidents.
4. Secure funding for additional maintenance and security initiatives and staffing.
5. Provide complete, accurate, timely, and accessible transit information to our customers via enhanced data, real-time signage, computer app development, and other new technologies.
6. Address the shortage of operators and other critical transit workers through workforce initiatives.
7. Advance the development of the METRO Network, including opening new lines in the next six years: B Line (2024), Gold Line (2025), E Line (2025), Purple Line (2026), F Line (2027), Green Line Extension (2027), G Line (2027) and Blue Line Extension (2029).
8. Maintain assets in a state of good repair.
9. Evaluate microtransit service pilot and determine next steps for microtransit services.
10. Continue innovation and service improvements to Metro Mobility's current premium on demand taxi service.
11. Launch the Metro Mobility Waiver Services program to replace current Agency contract service.



12. Continue implementation pilots identified in Metro Transit and Metropolitan Transportation Services Zero Emission Bus plans, and update plans as applicable and as technology improvements allow. Pursue grant funding opportunities to implement zero emission buses.
13. Make investments that correct ADA-related infrastructure-compliance issues as identified in the Council's ADA Transition Plan.
14. Understand and respond to transit customers' changing needs and expectations during and after the pandemic.



Measurable Goal Outcomes

- Adopt the *2050 Transportation Policy Plan*.
- Complete the 2024 and initiate the 2026 regional solicitations for federal transportation funds
- Adopt and manage the region's Transportation Improvement Program
- Complete construction and begin revenue service for the METRO Green Line Extension, Orange Line, B and D Lines, and begin construction of the METRO Gold Line and two arterial bus rapid transit lines by 2023.
- Maintain low rates of collisions and accidents
- Increase transit ridership region-wide
- Improve on-time performance.
- Meet or exceed national standards for Metro Mobility's on-time performance for pick-ups (90%) and appointments (90%), and on-board time performance (95%).
- Increase customer satisfaction.
- Increase percentage of metropolitan region residents expressing positive sentiments towards transit
- Increase perception of transit as a safe and welcoming service for both riders and our employees.
- Decrease crime on Metro Transit properties.

Reducing Racial Disparities

Goal: Make a measurable impact on reducing racial disparities experienced by people of color and indigenous people, who are historically underrepresented people, through our work in the region.

For long-term priorities around equity, the Metropolitan Council uses [Thrive MSP 2040](#) and its Equity Policy. Thrive MSP 2040 provides a vision for the Metropolitan Council to use equity as a lens to evaluate its operations, planning and investments, and use of resources. The Equity Policy is used to operationalize that vision and begin using our assets and authority to serve the needs of the metropolitan area. The objectives below encompass more immediate strategies for reducing racial disparities that the Council will prioritize in the next 3 years.

Regional Planning Objective

Convene regional partners to gather, create, and strengthen best practices and create measurable goals in reducing regional racial disparities.

Strategies



1. Improve equitable outcomes for residents of color by working with regional partners.
2. With other regional partners, increase spending with underutilized businesses by developing a model to implement small business contracting goals.
3. Create a single Minnesota certification system and/or adopt a reciprocity program for non-federally assisted contracts.
4. Increase access to capital to meet the needs of underutilized business owners by bridging the financial gap to maintain operations during contract performance by strengthening partnerships with government, private, and community-based organizations.
5. Increase diversity in organizational leadership positions by working with local partners to develop regional strategies.

Investment Objective

Use Council resources – including the procurement of goods, grant funding, external funding and contracting – to invest in historically underrepresented communities.



Strategies

1. Remove barriers to Council contracts and procurement for small businesses owned by people who have been historically underrepresented.
2. Continue refining equity measures for Council-wide grant funding opportunities that require partners to include data and methods for decreasing racial disparities in their programs.
3. Request disaggregated demographic data on utilization of Council grant funds.
4. Provide technical assistance to local governments (grantees and individuals) that provides guidance on how to apply for Council grant programs, including the steps to be take locally before applying.
5. Leverage our investment opportunities to impact investment in the communities we serve (Impact Investing). For example, the Council is embarking on a pilot Certificate of Deposit Program with local banks, who then use deposits to make loans within the community to support small business and affordable housing projects.

Council Operations Objective

Advance internal infrastructure that institutionalize change by using practices, policies, engagement, and hiring to reduce racial disparities.

Strategies

1. Identify and eliminate structural impediments, to advance equitable outcomes in administrative work and revising internal policies.
2. Provide diversity, equity, and inclusion training to increase our intercultural competency for employees and Council Members.

3. Implement targeted equity plans to close disparity gaps in the areas of selection, wage, and promotion for people who have been historically underrepresented.
4. Implement programs to increase employment opportunity for people with disabilities.
5. Use data to identify current racial disparities and to make better decisions for those most impacted by our actions.
6. Maintain integrity of equity by ensuring that public transparency and participation is provided when edits/amendments are considered to toolkits, assessments, and plans that are adopted by the Council and its affiliated committees, commissions, and boards or State.
Create a dashboard using disaggregated data to drive practices related to equity and inclusion in areas such as workforce equity and small business spend.

Measurables Goal Outcomes

- Increase share of underutilized businesses of the Council's total direct spend to reach 30%.
- Increase the dollars spent with business owned by people of color that reduces the disparities gap.
- Increase the number of organizational leadership positions filled by people historically underrepresented.
- Increase partnerships created to build new neighborhood initiatives in areas of concentrated poverty that have been underserved in the region.
- Review all Council policies and procedures to identify and eliminate barriers and increase equitable outcomes.
- Review base line data of Certificate of Deposit impact on loans made within communities.

Housing

Goal: Become a region with a broader housing spectrum where all people can thrive.

For long-term housing priorities, the Metropolitan Council bases its strategies on its [2040 Housing Policy Plan](#). The 2040 Housing Policy Plan presents multiple strategies that advance the Metropolitan Council's overall housing policy priority: Help create housing options that give people in all stages of life and of all economic means viable choices for safe, stable, and affordable homes. The objectives below encompass more immediate strategies the Council will prioritize in the next three years.

Regional Planning Objective

Assume a leadership role developing a toolkit to help regional stakeholders eliminate unsheltered homelessness and support more local governments in making measurable progress toward meeting affordable housing need as established in their comprehensive plans.

Strategies

1. Share expanded housing technical assistance (such as toolkits and model ordinances) and convene or participate in workshops to share housing strategies, tools, and resources to support local governments.
2. Participate in, or convene when necessary, helpful workshops or tables to share housing strategies, tools, and resources among local governments.
3. Explore developing a housing-choice indicator tool to provide more specific recommendations about housing needs in specific communities in the region.
4. Develop in-place strategies in high-poverty areas to support resident and child success, such as a Homework Starts with Home program – a partnership with school districts in high-poverty area – to provide rent assistance and support students experiencing homelessness or housing instability.
5. Maintain and improve data infrastructure to advance knowledge and awareness of the region’s housing stock and demographic characteristics.
6. Build regional capacity and technical assistance to support the expansion of housing opportunities for people with disabilities.

Investment and Operations Objectives



Increase Council-supported affordable housing production (at incomes of 60% AMI or lower) and housing preservation (by 40%), targeting higher production when increased funds are available; and increase the rate of homeownership for people of color and indigenous people across the region.

Strategies

1. Explore additional affordable homeownership strategies that the Council might take on with a focus on wealth-building for households of color.
2. Create and contribute to a new collaborative fund to support smaller, low-barrier supportive housing options for people experiencing homelessness throughout the region.
3. Continue to add general fund dollars to the Local Housing Incentives Account each year, with funding prioritized toward housing affordable to households earning 30% of the Area Median Income or less.
4. Review Livable Communities Act programs to ensure alignment with the key objectives above.
5. Incorporate more nuanced analysis into Council actions and technical assistance to best balance the differing priorities of supporting more housing choice in high-income areas and improving livability outcomes in lower-income areas.
6. Explore the use or repurpose of other revenue streams to contribute to affordable housing preservation and production.
7. Explore a first-time home-buyers program through the federal Housing Choice Voucher program.
8. Explore employer-provided housing benefits for employees.
9. Conduct a research project to measure residential preferences of Housing Choice Voucher holders in the region.
10. Apply for new funding opportunities as they become available through federal or other partners to expand the number of households assisted with rent assistance.
11. Explore the Council’s ability to use Council-owned land to support affordable housing development.

Measurable Goal Outcomes

- Increase Council funding levels dedicated to affordable housing.
- Increase homeownership among eligible **Housing Choice Voucher** holders by 1% by 2023.
- Increase total number of affordable housing units produced with Council funding.
- Increase homeownership rates by race/ethnicity.
- Increase number of communities making progress toward their affordable housing-need allocation.

Sustainability

Goal: Build a resilient region that mitigates its adverse contribution to climate change, with a focus on degraded air and water quality, and meets the challenge of the climate crisis.

For long-term priorities around the climate **crisis**, the Metropolitan Council will use the **Thrive MSP 2040** and the **2040 Water Resources Policy Plan** as guiding documents for growth and development of the Twin Cities toward economic success and vibrancy in the decades ahead. The 2040 Water Resource Plan is a framework for building strategies that integrate wastewater, water supply, and surface water as related areas of a comprehensive water picture. It provides for continued high-quality, affordable wastewater collection and treatment to support economic growth and development in ways that protect our valued water and land resources. The objectives below encompass more immediate strategies the Council will prioritize in the next **three** years.

Regional Planning Objective

Collaborate with regional leadership and state agencies and convene local governments and the broader community to address climate change mitigation and adaption.

Strategies

1. Expand technical assistance and support for local governments, climate planning tools, and model ordinances and plans, such as SolSmart, to increase renewable energy and energy efficiency.
2. Partner with local governments to identify emerging mitigation and adaptation issues, and design approaches and solutions to address those issues.
3. Explore opportunities to address climate resilience – for example, through the Brightfields initiative, a collaboration on solar energy projects with local, state, and federal regulators.
4. Continue to participate in and convene regional conversations regarding adaptation and resilience, including identifying the costs of inaction and addressing environmental justice.

Investment Objective

Accelerate the reduction of the Council's per-capita greenhouse gas emissions.

Strategies

1. Achieve 100% clean energy for Council services and operations no later than 2040 via the Green Energy Partnership with Xcel Energy. Accelerate this timeline as much as possible and work with other utilities where applicable.

2. Reduce transit emissions through fleet replacement with no- or low-emissions buses, electrification, or alternative fuels. Partner with suburban transit providers and state-wide providers to share information around new technologies.
3. Design and construct any new Council facilities to meet Minnesota sustainable building 2030 energy standards (SB2030), address environmental justice issues, and improve natural resource conservation and restoration on site. Improve energy-efficiency of existing facilities.
4. Work with the Transportation Advisory Board to fund unique, climate-focused projects proposed through Regional Solicitation.
5. Reduce regional greenhouse gas emissions from transportation to meet State of Minnesota's Next Generation Energy Act Goals.

Council Operations Objective

Create an agency-wide sustainability plan in 2020 and 2021 to streamline, accelerate, and coordinate all the Council's work in this area.

Strategies

1. Develop emissions and infrastructure targets and goals for Council wastewater, transit, and general operations, such as resource recovery, energy consumption, and treatment capacity.
2. Develop direction and strategies integrating the Council's climate-related research and analysis to support future regional planning efforts.
3. Integrate climate-adaptation goals and strategies into the Council's operations, infrastructure investments, and regional planning principles.
4. Identify and implement actions for meeting and exceeding air and water quality standards.
5. Research the role of the regional parks and open space system in mitigating climate change and contributing to a more resilient region.

Measurable Goal Outcomes

- Complete agency-wide sustainability plan.
- Complete regional greenhouse gas emissions inventory.
- Reduce greenhouse gas emissions in the Council's operations consistent with the Next Generation Energy Act.
- Increase clean-energy usage to 100% by 2040 for Council services and operations.
- Improve operational energy efficiency.
- Sustain compliance with regulatory and reliability requirements for water and air.

The remainder of this document should:

- Present your agency's mission, vision, and strategic framework
- Be organized in a manner that best reflects how your agency strategically organizes itself and its efforts
- Reflect input that your agency and the Office of the Governor and Lt. Governor have heard during engagement with communities across the state

- Describe the strategies and supporting activities your agency will carry out, including those strategies and activities that ensure your agency's workforce is reflective of communities across the state and has the capacity to effectively advance the agency's mission
- Identify measures and/or milestones you will use to assess your progress
- Use the headers and other accessible formatting styles contained in this template